Metropolitan Transportation Commission

Meeting Agenda

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Policy Advisory Council Transit Transformation Action Plan Subcommittee

Adina Levin, Chair ***Wendi Kallins, Vice Chair***

Members

Bob Allen, Warren Cushman, Zack Deutsch-Gross, Gerry Glaser, Vinita Goyal, Ian Griffiths, Dwayne Hankerson, Tisha Dee Hartman, Rich Hedges, Jonathon Kass, Carina Lieu, Emily Loper, Monica Mallon, Phillip Pierce and Brian Stanke

Alternates

Anne Olivia Eldred, Sebastian Petty, and Terry Scott

Friday, November 18, 2022 **1:00 PM** **REMOTE**

In light of Governor Newsom's State of Emergency declaration regarding COVID-19 and in accordance with the recently signed Assembly Bill 361 allowing remote meetings, this meeting will be accessible via webcast, teleconference, and Zoom for all participants. A Zoom panelist link for meeting participants will be sent separately to Subcommittee members.

The meeting webcast will be available at http://mtc.ca.gov/whats-happening/meetings Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Subcommittee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: https://bayareametro.zoom.us/j/86490732024
iPhone One-Tap: US: +13462487799,,86490732024# or +12532050468,,86490732024#
Join by Telephone Dial (for higher quality, dial a number based on your current location) US: 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
Webinar ID: 864 9073 2024
International numbers available: https://bayareametro.zoom.us/u/kdiWTpS2Gs
Detailed instructions on participating via Zoom are available at: https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name and agenda item number in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

The Policy Advisory Council advises the Metropolitan Transportation Commission on transportation policies in the San Francisco Bay Area, incorporating diverse perspectives relating to the environment, the economy, and social equity.

1. Call Meeting to Order / Roll Call / Confirm Quorum

Quorum: A quorum of this subcommittee shall be a majority of its regular voting members (8).

2. Welcome - Adina Levin, Policy Advisory Council Transit Transformation Action Plan Subcommittee Chair

3. 22-1684 Approval of the October 24, 2022 Meeting Minutes

Action: Subcommittee Approval

Attachments: 03_22-1684_10-21-2022_Policy_Advisory_Council_Transit_Transformation_Ac

4. 22-1833 Regional Network Management Business Case Evaluation

Regional Network Management Business Case Evaluation Update.

Action: Informatio

Presenter: Melanie Choy

Attachments: 04i_22-1833_Summary_Sheet_Regional_Network_Management_Business_Ca

04ii_22-1833_PowerPoint_Regional_Network_Management_Business_Case_E

5. New Business

Members of the subcommittee may bring up new business for discussion or addition to a future agenda.

6. Public Comments / Other Business

Note: The subcommittee will not take action on items not listed on today's agenda.

*Policy Advisory Council Transit Transformation Action Plan Subcommittee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6.*

7. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Transit Transformation Action Plan Subcommittee will be held Thursday, December 22, 2022 at 1:00 p.m. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章：MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.

MTC's Chair and Vice-Chair are ex-officio voting members of all standing Committees.

Agenda Item 3

Metropolitan Transportation Commission

Meeting Minutes - Draft

Bay Area Metro Center
375 Beale Street
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Policy Advisory Council Transit Transformation Action Plan Subcommittee

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Emily Loper, Monica Mallon, Phillip Pierce and Brian Stanke

Alternates

Anne Olivia Eldred, Sebastian Petty, and Terry Scott

Monday, October 24, 2022 **9:00 AM** **REMOTE**

1. Call Meeting to Order / Roll Call / Confirm Quorum

Present: 14 - Chair Levin, Vice Chair Kallins, Member Deutsch-Gross, Member Griffiths, Member Hartman, Member Hedges, Member Stanke, (Alternate) Eldred, (Alternate) Scott, Member Kass, Member Loper, Member Glaser, (Alternate) Petty and Member Cushman

Excused: 1 - Member Goyal

Absent: 5 - Member Allen, Member Lieu, Member Mallon, Member Hankerson and Member Pierce

Policy Advisory Council Members Johnny Parker, Jr., Vinay Pimple, and Frank Welte were also in attendance.

2. Welcome - Adina Levin, Policy Advisory Council Transit Transformation Action Plan Subcommittee Chair

3. 22-1419 Approval of the September 30, 2022 Meeting Minutes

Action: Subcommittee Approval

Attachments: 03_09-30-2022_Policy_Advisory_Council_Transit_Transformation_Action_Plan_Subcommittee_Meeting_Minutes_Draft.pdf

Upon the motion by Member Griffiths and second by Member Hedges, the September 30, 2022 Meeting Minutes were unanimously approved. The motion carried by the following vote:

Aye: 11 - Chair Levin, Vice Chair Kallins, Member Deutsch-Gross, Member Griffiths, Member Hedges, Member Stanke, Member Kass, Member Loper, Member Glaser, (Alternate) Petty and Member Cushman

Absent: 7 - Member Allen, Member Hartman, Member Lieu, Member Mallon, Member Goyal, Member Hankerson and Member Pierce

4. 22-1547 Regional Network Management Business Case Evaluation

Updated evaluation methodology to focus on current and future state assessment in six representative functional areas and operating model framework, schedule and deliverable update, progress update.

Action: Information

Presenter: Shruti Hari

Attachments: 04i_22-1547_Summary_Sheet_Regional_Network_Management_Business_Case_Evaluation.pdf
04ii_22-1547_PowerPoint_Attachment_A_Network_Management_Update.pdf
04iii_22-1547_PowerPoint_Attachment_B_Network_Management_Update.pdf

The following individuals spoke on this item:
Greg Spies;
Dave Sorrell;
Michelle Hayes; and
Johnny Parker, Jr.

5. 22-1548 Bay Area Rail Partnerships Study

Review draft preliminary findings from the Rail Partnerships study and receive feedback to inform the final study deliverables and potential next steps.

Action: Information

Presenter: Shruti Hari, MTC & Patrick Miller, Steer

Attachments: 05i_22-1548_Summary_Sheet_Bay_Area_Rail_Partnerships_Study.pdf
05ii_22-1548_PowerPoint_Bay_Area_Rail_Partnership_Study.pdf

6. 22-1678 Connected Network Planning Update

Update on upcoming meetings and next steps on connected network planning, consistent with Transit Transformation Action Plan Action #18.

Action: Information

Presenter: Kara Vuicich

Attachments: 06_22-1678_Summary_Sheet_Connected_Network_Planning_Update.pdf

7. New Business

8. Public Comments / Other Business

9. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Transit Transformation Action Plan Subcommittee will be held Friday, November 18, 2022 at 1:00 p.m. Any changes to the schedule will be duly noticed to the public.

Metropolitan Transportation Commission
Policy Advisory Council Transit Transformation Action Plan Subcommittee

November 18, 2022 **Agenda Item 4**

Regional Network Management Business Case Evaluation

Subject:

Regional Network Management Business Case Evaluation Update.

Background:

The Regional Network Management Business Case Evaluation project will identify a preferred framework for Regional Network Management (RNM) in a format that sets an adaptable structure for future improvement and recommends specific steps to achieve implementation. An updated evaluation methodology, focusing on current and future state assessment in six representative functional areas, was presented at the October 2022 Policy Advisory Council Transit Transformation Action Plan Subcommittee meeting.

Next Steps:

The Network Management Business Case Advisory Group met on November 14, 2022 and a preliminary framework was presented. Attachment A contains the RNM Progress Update, Functional Areas & Preliminary Draft RNM Framework Review presentation. This information can also be found on the Network Management Business Case Advisory Group Meeting Detail Page under Agenda Item 4a.

Staff will be at your November 18, 2022 meeting to discuss and solicit your feedback on the materials presented.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: Agenda Item 4a from the November 14, 2022 Network Management Business Case Advisory Group meeting packet

Network Management

DRAFT PRELIMINARY FINDINGS

NOVEMBER 14, 2022

1:00 – 4:00 PM

Agenda

- **Welcome & Chair Comments**
  Denis Mulligan, Chair (5 min.)
- **Progress Update**
  Guy Wilkinson, KPMG (5 min.)
- **Preliminary Functional Area Shifts**
  Guy Wilkinson, KPMG (10 min.)
- **Preliminary RNM Framework**
  Guy Wilkinson, KPMG (30 min.)
- **Facilitated Discussion**
  Denis Mulligan, Chair (1 hr., 35 min.)
- **Next Steps**
  Guy Wilkinson, KPMG (5 min.)
- **Public Comment**
  All (30 min.)

Progress Update

Recap of Scope and Process

Current Scope

Future Steps

Our Work:

Review existing studies, project lessons learned, staff interviews, data collection for 6- Functional Areas.

Findings:

Articulate boundaries between "regional" and "operator" activities and relationship to regional outcomes.

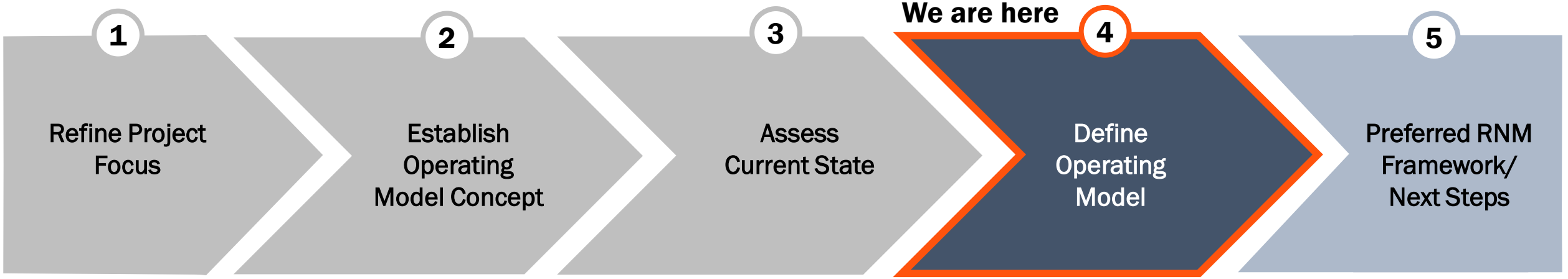
RNM Recommendation:

Programs and process changes within today's context with path to forward compatibility. Focus governance change on areas with greatest impact.

- Additional Business Case Development
- Integration of Initiatives
- Incorporation into overall network strategy

Progress Update

We are here



- Review previous work product
- Define 6 areas
- Align on outputs

- Outline and describe operating model elements
- Develop data request and categorize returns
- Develop template and undertake initial analysis and evaluation

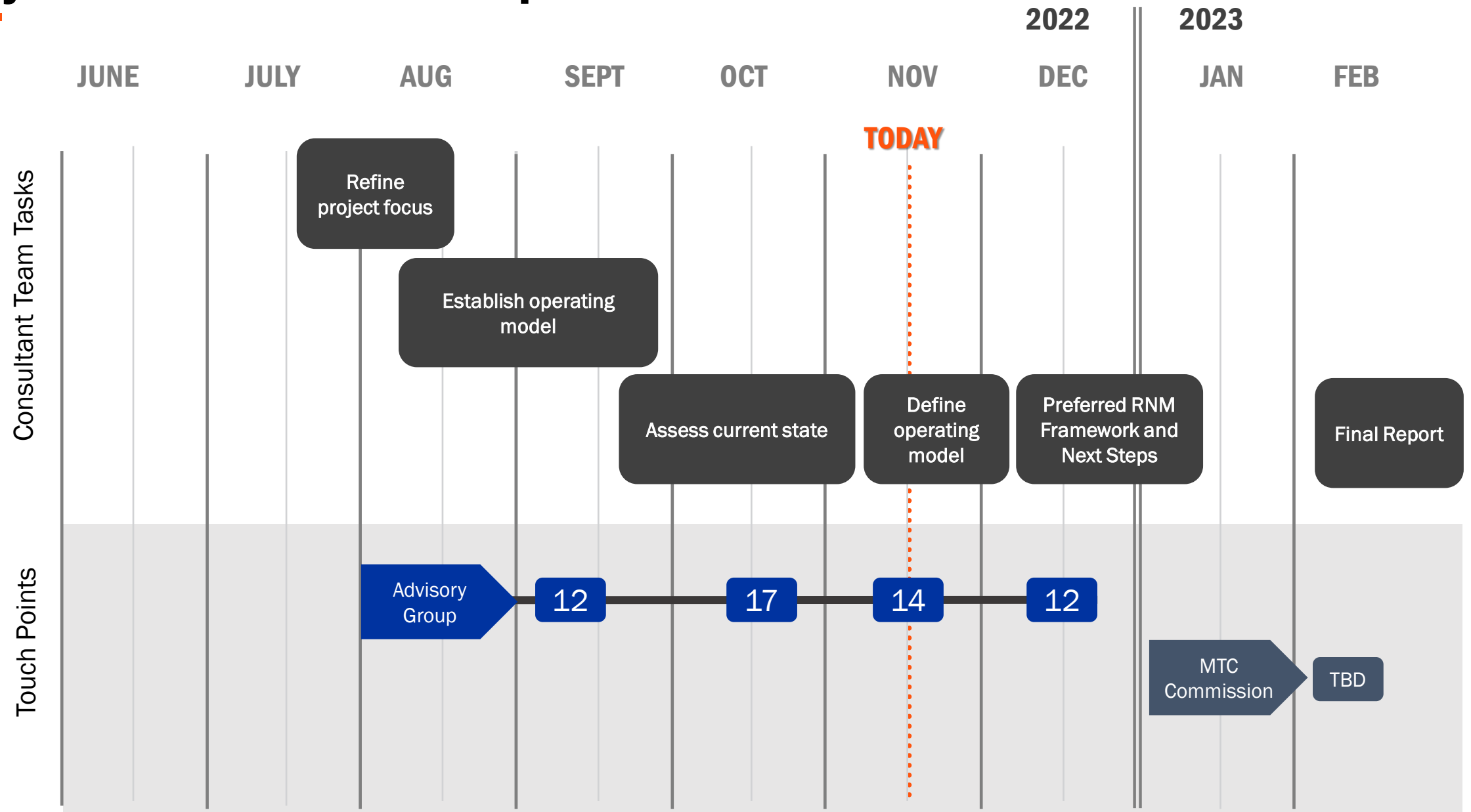
- Evaluate current state of process, roles, governance, etc. for 6 areas
- Document findings and convert into usable format for gap analysis and recommendations

- Highlight specific areas where operating model shifts could be beneficial in the future state
- Identify interdependencies and risks across the areas that require further consideration or mitigation

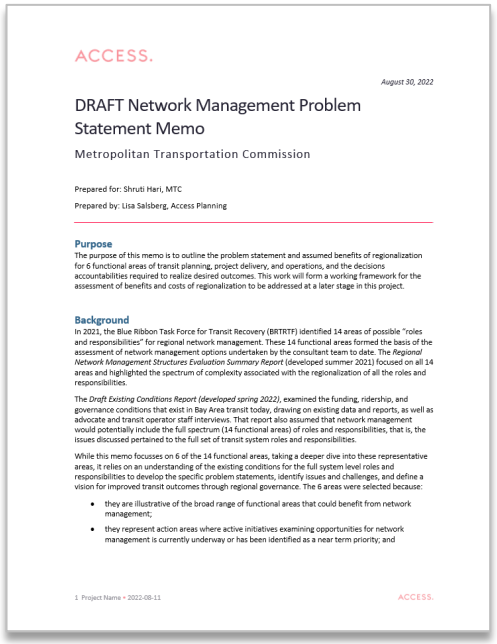
- Reconcile findings across 6 areas and incorporate remaining functional areas
- Recommend preferred RNM Framework and provide a set of actionable next steps

The final steps of the process will define a future-state RNM framework and ***who*** might fit into specific roles

Project Schedule & Touchpoints



Since the October AG Meeting, we have completed a range of stakeholder interviews and analysis to identify the *preliminary* Functional Area shifts and RNM Framework



ACCESS.

August 30, 2022

DRAFT Network Management Problem Statement Memo

Metropolitan Transportation Commission

Prepared for: Shruti Hari, MTC

Prepared by: Lisa Salsberg, Access Planning

Purpose

The purpose of this memo is to outline the problem statement and assumed benefits of regionalization for 6 functional areas of transit planning, project delivery, and operations, and the decisions accountabilities required to realize desired outcomes. This work will form a working framework for the assessment of benefits and costs of regionalization to be addressed at a later stage in this project.

Background

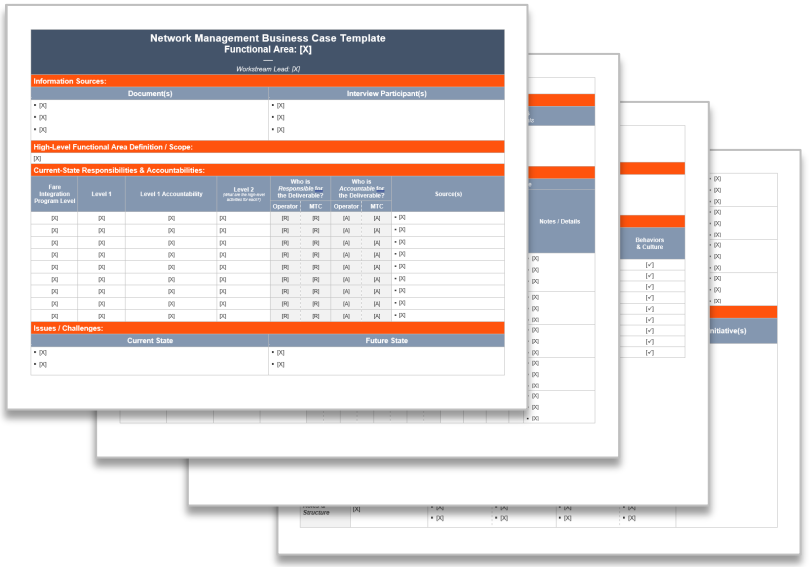
In 2021, the Blue Ribbon Task Force for Transit Recovery (BRTRTF) identified 14 areas of possible "roles and responsibilities" for regional network management. These 14 functional areas formed the basis of the assessment of network management options undertaken by the consultant team to date. The *Regional Network Management Structures Evaluation Summary Report* (developed summer 2021) focused on all 14 areas and highlighted the spectrum of complexity associated with the regionalization of all the roles and responsibilities.

The *Draft Existing Conditions Report (developed spring 2022)*, examined the funding, ridership, and governance conditions that exist in Bay Area transit today, drawing on existing data and reports, as well as advocate and transit operator staff interviews. That report also assumed that network management would potentially include the full spectrum (14 functional areas) of roles and responsibilities, that is, the issues discussed pertained to the full set of transit system roles and responsibilities.

While this memo focusses on 6 of the 14 functional areas, taking a deeper dive into these representative areas, it relies on an understanding of the existing conditions for the full system level roles and responsibilities to develop the specific problem statements, identify issues and challenges, and define a vision for improved transit outcomes through regional governance. The 6 areas were selected because:

- they are illustrative of the broad range of functional areas that could benefit from network management;
- they represent action areas where active initiatives examining opportunities for network management is currently underway or has been identified as a near term priority; and

1 Project Name • 2022-08-11 ACCESS.



Network Management Business Case Template
Functional Area: [X]

Workstream Lead: [X]

Information Sources:

Document(s)	Interview Participant(s)
• [X]	• [X]
• [X]	• [X]
• [X]	• [X]

High-Level Functional Area Definition / Scope:

[X]

Current-State Responsibilities & Accountabilities:

Fare Integration Program Level	Level 1	Level 1 Accountability	Level 2 (what are the high-level activities for each?)	Who is Responsible for the Deliverable?		Who is Accountable for the Deliverable?		Source(s)
				Operator	MTC	Operator	MTC	
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]
[X]	[X]	[X]	[X]	[R]	[R]	[A]	[A]	• [X]

Issues / Challenges:

Current State	Future State
• [X]	• [X]
• [X]	• [X]

Memo #1: Problem Statement discussed in the October AG Meeting provided the scope of inquiry and functional area definitions, desired benefits, issues, and accountabilities / responsibilities

Ongoing interviews are being conducted for each functional area and being complemented by information analysis. Key findings are being used to propose shifts in Functional Areas and an initial draft of the RNM Framework

During today's meeting, we will review and discuss the proposed shifts in Functional Areas to support improved benefits in relationship to "regionalization considerations." This has also led to an initial draft of the Short/Near-Term RNM Framework which can be discussed inthe "workshop" portion of the meeting

Preliminary Functional Area Shifts

Regionalization for each Functional Area is based on the Regionalization Considerations & Categories:

Will "*regionalizing*" this accountability / responsibility…

C Improve the Customer Experience

Such as:

- Reduce travel times
- Improve equity
- Simplify the user interface
- Enhance accessibility

and / or

E Unlock Efficiencies

Such as:

- Enable sharing of costs
- Generate economies of scale
- Reduce time spent on coordination activities
- Reduce duplicative efforts / activities

and

F Be Feasible

Such as:

- Is not cost prohibitive
- Within achievable legal / regulatory limitations
- Agency has path to authority, where required
- Is operationally possible

Preliminary Regional Role for Functional Area Activities

Fare Integration Policy

- Set the **regional vision** for fare integration (C/F)
- Establish regional fare integration **policies** (e.g., Tier 3/4) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Wayfinding & Mapping

- Set the **regional vision** for wayfinding (C/F)
- Establish regional wayfinding **policies** (e.g., design standards, compliance requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)
- Deliver centralized procurement, where relevant (E/F)

Accessibility

- Align on current-state findings and confirm what a regional vision for accessibility (fixed route and paratransit) entails (C/F)
- Establish regional **policies**, definitions, and metrics for accessibility (e.g., eligibility requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Bus Transit Priority

- Set the **regional vision** for BTP (C/F)
- **For BTP Corridors:** Define corridors, establish standard data / reports; identify needs/initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- **For Non-BTP Corridors:** Recommend potential initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- Establish policy implementation plans, including the identification of funding (E/F)

Rail Network Mgmt.

- Set the **vision** for the regional rail network (C/F)
- Translate regional vision into regional implementation plan (project prioritization, sequencing, integration points, project funding, delivery approach, etc.) (C/E/F)

Connected Network Planning

- Identify regional transit gaps to create CNP (C/F)
- Establish and create data tools for regional planning (E/F)
- Identify funding priorities and establish service standards (C/E/F)
- Align CNP gaps and recommendations with county planning guidelines and future updates to Plan Bay Area 2050 (C/F)

Legend: C = Improve the Customer Experience E = Unlock Efficiencies F = Be Feasible

Key Takeaways

1) **Regional Role:** Regional entity will set the vision, make select funding decisions, develop the regional policies, create implementation plans, and implement regional programs (as needed) by coordinating stakeholders

2) **Operator Role:** Operators will be highly involved in regional decision making, provide local stakeholder perspectives / needs, and implement regional policies

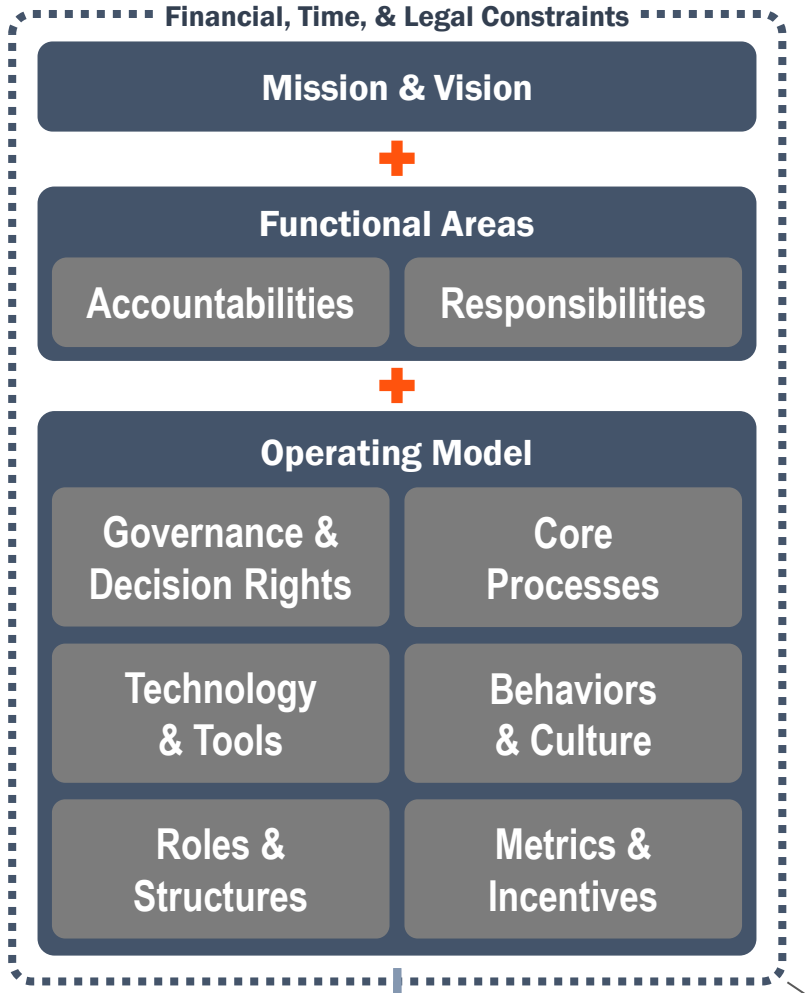
3) **RNM Framework:** RNM Framework will need to be designed to facilitate the effective and efficient interplay of these two roles (see slide 14 for key operating model needs)

Note: Additional detail on Functional Area shifts are under ongoing assessments and will be provided at a later date

Preliminary RNM Framework

Refresh: The RNM Framework

The Regional Network Management Framework



The mission (the RNM's purpose) and vision (what the RNM hopes to accomplish) serve as guiding principles for the Functional Areas and Operating Model within the RNM

The **Accountabilities** and **Responsibilities** define what activities within each functional area for which the RNM is responsible (vs. the Operators or MTC)

The **Operating Model** defines *how* the RNM will deliver its Accountabilities and Responsibilities

The **Financial, Time, & Legal Constraints** place boundaries on the Mission, Vision, Functional Areas, and Operating Model for the RNM

Benefits of the RNM Framework

Customer Benefits ***Network Mgmt. Benefits*** ***Other Public Benefits***

Proposed RNM Mission & Vision Statements

Discussion Question:

Do you think these statements are accurate and effective?

Proposed Mission Statement
(“Core Purpose”)

To drive transformative improvements in the customer experience for regional Bay Area transit

Proposed Vision Statement
(“Why”)

To advance regional goals in affordability, connectivity, diversity, health, and vibrancy through a unified regional transit system that serves all Bay Area populations

The current-state assessment revealed cross-cutting challenges for which the RNM Operating Model will be focused to address:

Governance and Decision Rights

- Need to establish a single entity to coordinate / drive regional decision making
- Need to place existing / potential customers at the forefront of decision making
- Need to provide then RNM with clear policy purpose and hold the RNM accountable for delivery
- Need to establish common regional objectives / vision

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Core Processes

- Need to improve planning / coordination processes
- Need to provide a simpler interface for key stakeholders / riders to provide input or coordinate activities
- Need to enable faster and more inclusive decision-making processes

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Technology and Tools

- Need to establish regional tools (e.g., regional travel market/demand model)
- Need to establish common language for data collection and reporting
- Need to enable centralized / shared procurement, where beneficial / possible

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Behaviors and Culture

- Need to promote collaboration and trust between policy funding bodies and implementation bodies
- Need to ensure cross-integration of regional priorities
- Need to find right leader to drive the growth and success of the RNM and regional objectives

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Roles and Structures

- Need to leverage existing resource capabilities and capacities in the short/near term, but enable ability to scale over the long term
- Need to provide technical and communications capacity to support Operators
- Need to include a broad range of stakeholders

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Metrics and Incentives

- Need to establish standardized regional metrics
- Need to give the RNM authority / incentivize participation in regional activities (e.g., through new approaches to funding)
- Need to be able to obtain commitment from the participants in the RNM

Core Processes

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- Need to enable faster and more inclusive decision-making processes

Roles and Structures

- Need to leverage existing resource capabilities and capacities in the short/near term, but enable ability to scale over the long term
- Need to provide technical and communications capacity to support Operators
- Need to include a broad range of stakeholders

Technology and Tools

- Need to establish regional tools (e.g., regional travel market/demand model)
- Need to establish common language for data collection and reporting
- Need to enable centralized / shared procurement, where beneficial / possible

Behaviors and Culture

- Need to promote collaboration and trust between policy funding bodies and implementation bodies
- Need to ensure cross-integration of regional priorities
- Need to find right leader to drive the growth and success of the RNM and regional objectives

To address these challenges, the RNM will need three key elements

Regional Visioning Element

- Set the strategic vision / direction and ensure outcomes for customers
- Be accountable for regional transit network policy and priorities
- Approve / create / revise regional policies
- Approve new and existing sources of funding

Steering Element

- Provide / reach consensus on policy recommendations (to be approved by Regional Visioning Element or Operators)
- Define and report performance metrics on outcomes for RNM
- Guide Administrative / Operational Element on execution
- Provide a voice to key stakeholders to enable trust

Administrative / Operational Element

- Develop policy recommendations / options to be acted on by Steering Element
- Support the Steering Element through subject matter expertise, execution, and coordination
- Provide a voice to key stakeholders to enable trust
- Provide a dedicated staff and tools to enable execution and provide capacity support

These three elements can be delivered through several components

Regional Visioning Element

MTC: Leverage existing regional purview and planning capabilities to help set the regional vision for transit in the Bay Area and drive the direction of the RNM

Steering Element

RNM Executive Board: Board comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical decisions on regional polices, and provide leadership

"Voice of the Customer" Advisory Function: Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind

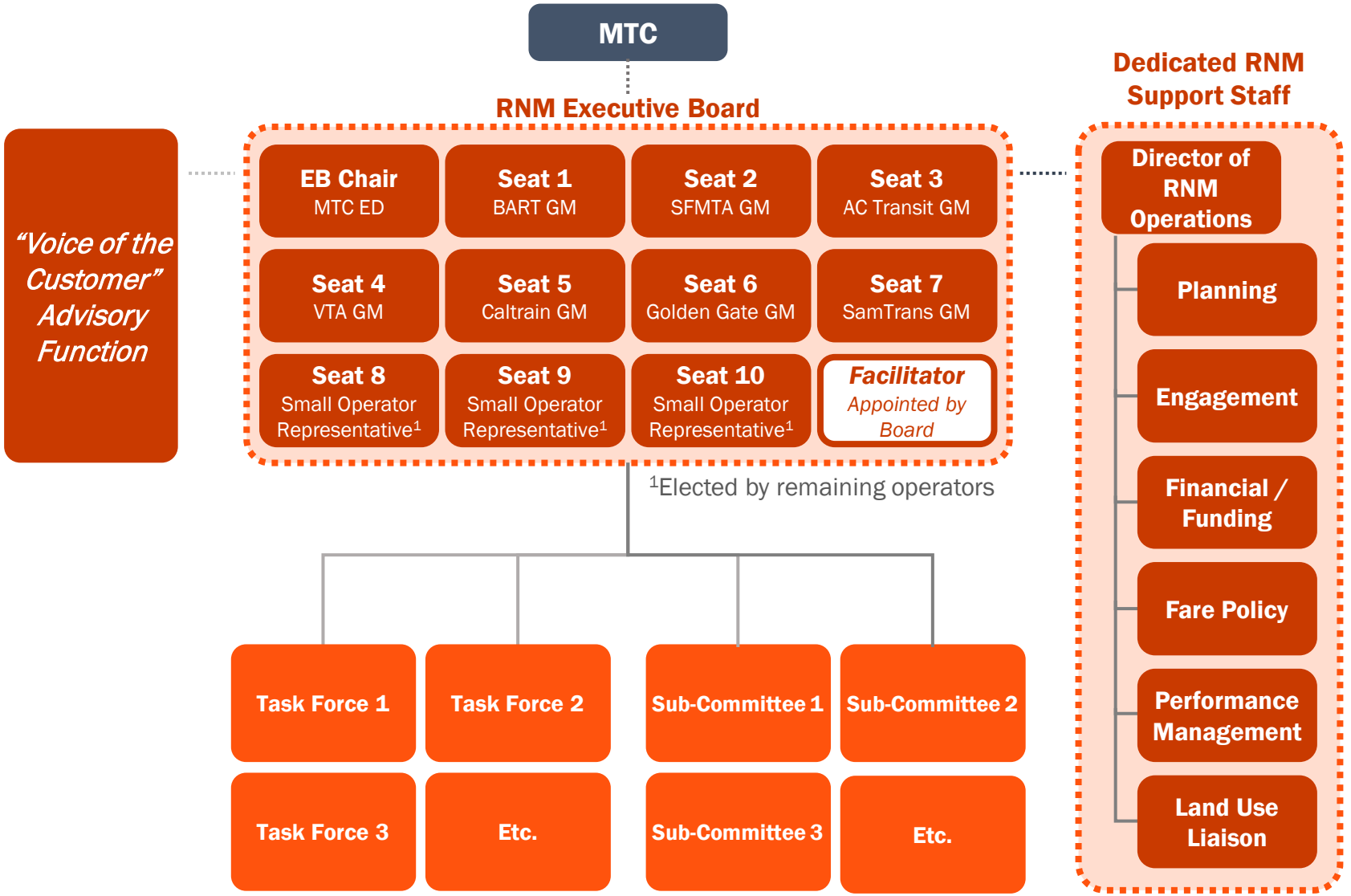
Administrative / Operational Element

Task Forces: *Temporary* groups comprised a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options for *targeted* topics

Sub-Committees: *Longer-term* groups comprised a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options for *ongoing* topics

Dedicated RNM Support Staff: Group of dedicated staff (potential opportunity for seconded staff as well) with a broad range of capabilities and expertise to support the operations and analysis of the RNM

Preliminary Short / Near-Term RNM Structure



✓ **Customer Focused:**

- Enables highly inclusive decision making to bring a broad range of perspectives
- Dedicated "Voice of the Customer" element to keep the customer at the forefront of decision making

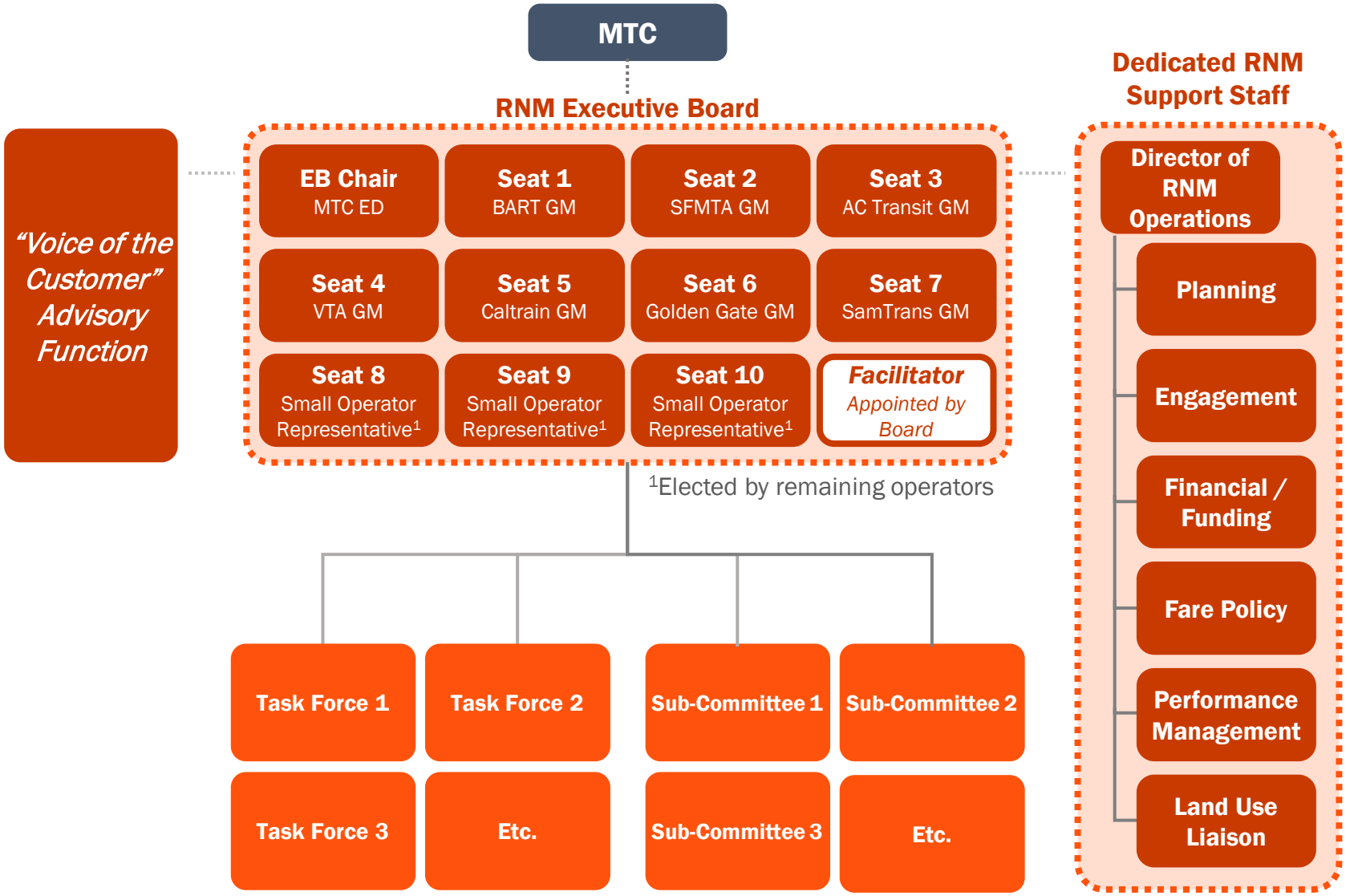
✓ **Structured for Scale:**

- Task Forces and Sub-Committees can be added or subtracted as additional Functional Areas are added or regional priorities shift
- Team of Dedicated Support Staff can grow over time to provide needed capacity to Operators
- Joint teams, with potential opportunities for seconded staff, enable high quality proposals to reach the Executive Board, driving effective use of GM time

✓ **Balances Short-Term Momentum with Long-Term Transformation:**

- Allows RNM to be stood up quickly to begin working on priority items, but also allows continuous evolution
- Seeks to drive cost and time effectiveness
- Feasible within current legislative constraints

Preliminary Short / Near-Term RNM Structure



Discussion Questions:

(For Facilitated Discussion)

- Does the composition of the Executive Board accurately represent the portfolio of regional interest the RNM needs to oversee?
- Do MTC and the RNM Executive Board's capabilities and perspectives effectively compliment each other?
- Should the RNM Executive Board make decisions by consensus or voting? How should decision resolution work in this framework?
- What capabilities would be most useful from the Dedicated RNM Support Staff?
- Could a re-allocation of regionally distributed funds be used to help fund the RNM?

Evolution Opportunities for the Long-Term RNM Framework

1. While funding can help incentivize the implementation of policy recommendations of the RNM, the limited authority of the RNM / MTC may limit the adoption of policy recommendations by all Operators
2. Current funding authorities may limit the ability to fully incentivize / align regional outcomes
3. Limited ability to establish new funding sources
4. Large number of participatory entities may make decision making, coordination, and stakeholder engagement challenging / inefficient
5. May not provide “true” regional delivery capabilities (versus regional policy / decision making)
6. Balancing accountability of GMs participating on RNM Executive Board

Discussion Questions:

What are some of the strengths of the Short / Near-Term RNM?

What are the other evolution opportunities for the Long-Term RNM?

How the Operating Model Framework will Drive Long-Term Evolution of the RNM Framework

Short / Near-Term RNM Framework

Establish Leadership & Scale Roles

Establish foundational leadership roles while scaling support elements to meet changing priorities

Establish & Expand Regional Tools

Develop tools and technology to drive standardization and improve efficiency

Refine Processes & Enhance Incentives

Update processes to meet changing needs / goals and enhance incentives to support process implementation

Sharpen Authorities

Enhance agency authorities to align decision-making capabilities with regional goals

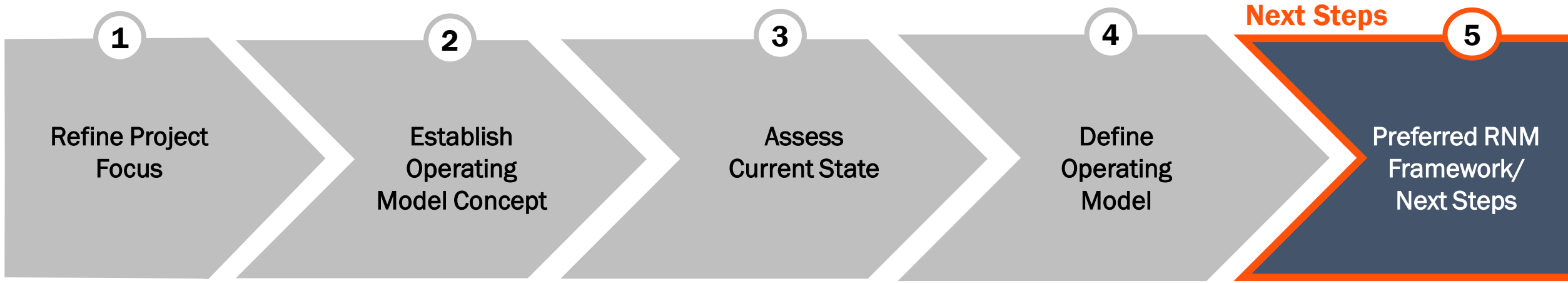
Long-Term RNM Framework

Q1 2023 — 0-4 Years — 2026 — 4+ Years

Note: Illustrative

Next Steps

Progress Update



- Review previous work product
- Define 6 areas
- Align on outputs

- Outline and describe operating model elements
- Develop data request and categorize returns
- Develop template and undertake initial analysis and evaluation

- Evaluate current state of process, roles, governance, etc. for 6 areas
- Document findings and convert into usable format for gap analysis and recommendations

- Highlight specific areas where operating model shifts could be beneficial in the future state
- Identify interdependencies and risks across the areas that require further consideration or mitigation

- Reconcile findings across 6 areas and incorporate remaining functional areas
- Recommend preferred RNM Framework and provide a set of actionable next steps

The final steps of the process will define a future state RNM framework and ***who*** might fit into specific roles

Appendix

Rules of Engagement

1. Value everyone's contributions and perspectives

2. Assume best intentions but nothing else; if a question comes up, ask it!

3. Try to identify where your thoughts integrate into the wider discussion to keep us all on track and moving forward together

4. Be critical, direct, and honest without introducing negativity

5. Think about the network both today and in the longer-term

Facilitated Discussion Questions

Topic	Discussion Questions
RNM Role (Slide 10)	▪ Do you agree with the proposed high-level allocation of role between the RNM & Operators (the "wheel")?
RNM Mission & Vision Statements (Slide 13)	▪ Do you think these statements are accurate and effective?
Preliminary Short / Near-Term RNM Framework (Slide 24)	**Structure:** ▪ Does the composition of the Executive Board accurately represent the portfolio of regional interest the RNM needs to oversee? ▪ Do MTC and the RNM Executive Board's capabilities and perspectives effectively compliment each other? ▪ What capabilities would be most useful from the Dedicated RNM Support Staff? **Decision Making:** ▪ Should the RNM Executive Board make decisions by consensus or voting? How should decision resolution work in this framework? **Other:** ▪ Could a re-allocation of regionally distributed funds be used to help fund the RNM?
Long-Term RNM Framework (Slides 25 & 26)	▪ What are some of the strengths of the Short / Near-Term RNM? Can this help provide a bridge to the Long-Term RNM? ▪ What are the other evolution opportunities for the Long-Term RNM?